


26 January 1979

MEMORANDUM FOR: Director of Personnel

ATTENTION : Position Management & Compensation Division

FROM : 
Personnel Officer
National Foreign Assessment Center

STAT

SUBJECT : Position Descriptions for the Review Panel

1. Attached is a position description to be utilized for three GS-18 positions on the NFAC Review Panel.

2. In addition, we have forwarded a copy of NFAC N 1-5, dated 11 December 1978, entitled "Charter for Review Panel".

3. It is requested that the three GS-18 positions for the Review Panel be established on the Staffing Complement. It is also requested that two GS-09 Secretary-Steno positions be established on the Staffing Complement. NFAC is also establishing a position for an Executive Secretary to the Review Panel at the GS-15 level and will forward a position description as soon as the appropriate duties have been determined.

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Attachments:
as stated

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POSITION DESCRIPTION

A. Position Identity

The Members of the Review Panel are appointed by the Director of Central Intelligence (DCI). They are attached organizationally to the Office of the Deputy Director for National Foreign Assessment (DD/NFA) and are provided administrative support by the National Foreign Assessment Center (NFAC). The Review Panel reports directly to the DCI and the DD/NFA. Its present staff consists of an Executive Secretary (GS-15) and two secretarial assistants.

B. Major Duties

The Review Panel role is to provide to the DCI and the DD/NFA an independent, collegial, and substantive review of the major intelligence products of the Intelligence Community and the NFAC for the purpose of improving the quality of those products and their usefulness and value to the senior policymakers of the United States Government. In carrying out its role, the Review Panel, as the DCI's senior evaluative group, may interact with other evaluation efforts, internal and external to the CIA, designed to appraise the intelligence process, the quality of its production, and the extent to which the intelligence needs of the Government are being met. For the latter purpose, Members of the Review Panel may informally consult with, and survey the reaction of, senior policymakers on intelligence products. In its discharge of these duties, the Review Panel specifically:

1. Assists the DCI and the DD/NFA in reviewing major intelligence products at appropriate stages in their preparation, including the development of the conceptual framework and the terms of reference for major estimates, and the elaboration of successive drafts.
2. Conducts post-audits of finished intelligence and production processes on its own initiative or at the request of the DCI or the DD/NFA.
3. Assists the DD/NFA in the overall planning of intelligence production and the allocation of the Agency's analytical resources.

4. Provides the DCI and the DD/NFA with such recommendations as the Panel deems appropriate, from time to time, for the improvement of the overall intelligence process.

5. Undertakes special studies or reviews as directed by the DCI or the DD/NFA.

C. Evaluation Factors

1. Knowledges, Skills, and Abilities

Incumbents must have a broad and diversified experience, and an established performance record, in senior policymaking positions, or military staff and command leadership roles, or top-level management functions, or their equivalent in one or more academic disciplines relating to the intelligence interests of the U.S. Government. They must have a thorough understanding of U.S. policymaking processes, of interdepartmental and interagency coordination arrangements at senior levels, and of the organization and operation of the Intelligence Community. They must be acknowledged experts in one or more of such intelligence disciplines as politics, economics, military strategy, and science and be able broadly to operate in, evaluate, and appraise multidisciplinary approaches to integrated analyses in these fields. Additionally, they should have a direct and detailed understanding of senior decisionmaker needs and reactions in regard to intelligence products. The position requires:

a. Outstanding analytical skills, adequate to appraisal and evaluation of the most important and sensitive analytical processes and products of the Intelligence Community.

b. Developed creativity and innovational flair, sufficient to guide or improve conceptual approaches and production processes across the range of long-established intelligence problems and of new and emerging intelligence requirements in ways which will improve the overall intelligence process and the timeliness and utility of intelligence products for senior decisionmakers.

c. Strong initiative in developing appropriate review and post-audit procedures for the Intelligence Community and for NFAC, which will assist in identifying areas for improvement and methods of correction.

d. Excellent judgment regarding the needs of policymakers with respect to the quality and timeliness of intelligence products, responsiveness to decision requirements, and the present and potential capabilities of intelligence contributions.

e. Superior planning skills in identifying prospective intelligence needs, defining future intelligence objectives and requirements, and devising appropriate allocations of analytical resources to these ends.

f. Sufficient versatility to assist directly the DCI and DD/NFA across the board of their responsibilities for leadership and coordination of intelligence Community processes and production.

2. Difficulty of Work

The work involved is complex and sensitive. It encompasses the full spectrum of intelligence processes, output, and needs, and their relation to national decisionmaking. Knowledge requirements span the range of disciplines and multidisciplinary approaches required for intelligence. Operational responsibilities include responsiveness; ability to digest and evaluate a complete range of Community and NFAC production; clarity and precision in the formulation of critiques and recommendations, post-audit reviews and forward planning. Reaction times are frequently urgent and sensitive. Judgment must be dependable, especially as to senior decisionmaker reactions to final products, national security and policy implications, and the objectivity and integrity and intelligence processes and conclusions. The position is operationally demanding and intellectually intense.

3. Responsibility

The Panel is the senior review body within the Agency charged with the responsibility for substantive evaluation of the intelligence process and of the major products of both the Intelligence Community and the NFAC. Its work involves assistance in the planning of intelligence production and the allocation of analytical resources; critiques and guidance in the preparation stages of national intelligence products; and post-audits of finished intelligence and production processes. It is also responsible for directly advising the DCI on needed improvements in the overall intelligence process and for carrying out at his direction special studies and reviews relating to the work of the Community and the Agency. The independence and

objectivity of the Panel's activities have direct and immediate impact upon the contribution intelligence makes to the formulation of national policy, the conduct of international relations, and the management of national security. In carrying out its evaluative responsibilities, the Panel's exercise of judgment and discretion in endorsing, proposing alterations or recommending entire revisions of the most important intelligence products of the Community or of NFAC is unfettered and independent. In the formulation of recommendations for the improvement of the overall intelligence process, the planning of intelligence production, and the use of the analytical resources of the Community, the Panel acts independently, but in a recommendatory mode to the DCI and the DD/NFA.

4. Personal Relationships

The Panel deals directly with the most senior levels of the United States Government, its Intelligence Community, and the Agency on all substantive intelligence matters, products, and processes. It consults with leaders, executives, specialists in industrial and academic fields. It interacts with other evaluation efforts, in existence, or which may be established from time to time, internal and external to the CIA in intelligence matters. The maintenance of these relationships, inside and outside of Government, is basic to the Panel's work in appraising the intelligence process, in marshalling the best critical talent available to evaluate the quality of the Community's analytical performance, and in its independent ascertainment of the extent to which the intelligence needs of senior policymakers are being met. The personal relationships involved require an ability to cope with controversy and differences of views at senior levels in ways which maintain integrity of analysis, contribute to smooth and effective interagency connections, and enhance the CIA's reputation for objectivity and disinterestedness of analysis and fairness in the presentation of dissenting views. The Panel's effectiveness in these matters could impact significantly upon the intelligence process as a whole, the positions which the DCI will ultimately decide and defend, and the Agency's programs and reputation.

5. Supervision and Guidance Received

The Panel may receive specific requests from the DCI or the DD/NFA for the review of major products or intelligence processes or for special studies; or it may undertake reviews, post-audits or planning and allocation studies on its own initiative. In the former case, the requests may indicate desired priorities but will leave to the Panel full discretion on the means and manner of accomplishment. In the latter, the Panel itself plans and schedules its own activities; sets its own time frames, and resolves whatever problems are encountered. Its reviews encompass close evaluation of of the products or processes in question; general evaluations of objectives, intelligence priorities, coverage gaps and planning and the ways in which these are being met; and overall appraisals of achievements and requirements. The work is substantive, collegial, and independent.

NFAC NOTICE
NO. 1-5

NFAC N 1-5
11 December 1978

CHARTER FOR REVIEW PANEL

1. There is hereby established a full-time Review Panel in the Office of the Deputy Director for National Foreign Assessment (DD/NFA). The Panel will consist of such members as the Director of Central Intelligence (DCI) may appoint. It will be provided with a Secretariat and necessary administrative support by the National Foreign Assessment Center (NFAC).

2. The role of the Panel is to provide an independent, collegial, and substantive review of major intelligence products of both the Intelligence Community and the National Foreign Assessment Center, with a view to improving the usefulness of those products to US Government policymakers.

3. For this purpose the Review Panel shall:

- a. Assist the DD/NFA and the DCI in reviewing major upcoming products at appropriate stages in their preparation.
- b. Conduct post-audits of finished intelligence and production processes on its own initiative or at the request of the DCI or DD/NFA.
- c. Assist the DD/NFA in the overall planning of intelligence production and the allocation of analytical resources.
- d. Provide the DCI and the DD/NFA with such recommendations as the Panel deems appropriate, from time to time, for the improvement of the overall intelligence process.
- e. Undertake such special studies or reviews as the DCI or DD/NFA may direct.

4. In performing its functions, the Panel may interact with other evaluation efforts, internal and external to the CIA, designed to appraise the intelligence process, the quality of its production, and the extent to which the intelligence needs of the Government are being met. For this purpose, the Review Panel may informally survey senior policymaker reactions to intelligence products.


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Distribution "A" (1-6)

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